

NAVY



MARINE CORPS

WITNESS GUIDE

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I

THE PURPOSE OF AN APPEARANCE BEFORE A CONGRESSIONAL COMMITTEE

The Constitution gives to Congress the exclusive power to provide and maintain a Navy. Through its power to authorize and appropriate funds, Congress determines the size of the Navy in manpower, ships, aircraft, weapons systems, and shore facilities. These funds are the Navy's financial life blood, and each dollar of appropriated funds comes to us through this important process.

Testimony before Congressional committees is an important part of the evidence on which Congress bases its decisions with respect to programs and funding levels. The Navy's ability to obtain passage of vitally needed legislation depends upon the sound justification of its requirements which is a direct function of the effectiveness with which witnesses present the Navy's position. This guide will show the procedures to ensure a successful appearance before a Congressional committee.

Examples of the type of hearing or briefing topics which have a less direct identification with the authorization or appropriation process, but which are nonetheless important in ensuring a Congressional understanding of Navy-Marine Corps programs, include:

- hearing on Navy non-appropriated fund activities;
- briefing on the planned capabilities of a new class of ship or type aircraft;
- briefing on a constituent personnel matter reflecting on the overall personnel management program;
- presentation of the Navy's position on a situation following criticism by the news media;
- briefing on a planned military construction project which impacts a member's state or district;
- briefing on a Navy facility closure, consolidation or major ship or aircraft unit homeport transfer impacting on a member's state or district.

II

OVERVIEW OF THE LEGISLATIVE PROCESS

Navy witnesses must have a general, if not thorough, understanding of the legislative process. In simplest terms, the Secretary of Defense and the Chairman of the Joint Chiefs of Staff annually testify before both the Armed Services and Appropriations Committees at Posture Hearings. It is here that the overall needs for the defense budget are initially addressed following presentation of the President's budget message. Then, Service Posture Hearings take place (Army, Navy/Marine Corps, and Air Force, in that order). Navy witnesses include the Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps. See Figure 1.

AUTHORIZATION - APPROPRIATIONS

The Defense (and Service) budgets must, therefore, pass through both Authorization and Appropriations Committees. The committee system, including hearings, is the key element in the Congressional work-flow pattern. The Senate Armed Services Committee and House National Security Committee have jurisdiction over the annual DOD Authorization Act and Military Construction Authorization Act. The Senate and House Appropriations Committees have jurisdiction over the annual DOD Appropriation Act and Military Construction Appropriation Act.

Other authorization committees may also consider DOD related bills. For example, the Veterans' Affairs Committee may have an interest in Armed Forces Group Life Insurance or retirement benefits changes. The Governmental Affairs Committee in the Senate or the House Committee on Government Reform and Oversight may be interested in Navy "contracting out" of services which impact on Navy Department civil service employees. There are also "Select" Committees on Intelligence which may hold hearings requiring Navy Department witnesses. Public Law 93-155, enacted in 1973, requires that an annual authorization must precede appropriations or expenditure of funds for the Armed Forces. Thus, usually, the authorization committees, such as the Senate Armed Services Committee and House National Security Committee, shepherd through the Congress the annual DOD Authorization Act, which is usually followed by the annual DOD Appropriations Act. Thus, a witness may appear before both of these committees (or their subcommittees) on basically the same topic. Also, since the passage of the Congressional Budget Act of 1974, the Senate and House Budget Committees have, at times, requested Defense Department and Navy witnesses to testify on the overall Defense Budget levels.

There are frequently significant differences between those Navy and Marine Corps programs which are "authorized" and those for which funds are "appropriated." Authorization bills and appropriations bills each have to pass each chamber (House and Senate) of the Congress. Also, if there are differences between the Senate and House passed versions, they must be resolved in a joint House-Senate conference and passed again by both chambers before they go to the President for signature.

In summary, the authorization of a program does not in itself assure that the program will be funded in full or at all. The program must also be included in the Appropriations Act.

Finally, it is helpful to keep in mind budget authority (BA) (expeditures authorized) in any given year does not necessarily lead to budget outlays (BO) (expeditures) in that same year. Some budget authority permits expeditures be made several years in the future on long term government procurement contracts such as shipbuilding. In any given year, budget authority will be a combination of authority to spend immediately and authority to spend in future years. Outlays will be a combination of expeditures authorized and appropriated under the budget for that year, as well as expenditures authorized and appropriated some years ago. In addition, for the purpose of determining the amount of deficit spending for a given year, critical to compliance with the Gramm Rudman-Hollings Deficit Reduction Act, one must subtract government receipts and sums taken from government trust accounts from government outlays for that year.

WHAT CONGRESS LOOKS FOR IN A HEARING WITNESS

Regardless of the committee, or how many times a Navy Department representative appears before the committee as a witness, the representative must be ready to present the most effective case to Congress, never making the assumption that any program will enjoy automatic approval. While the formal committee or subcommittee hearing is the usual forum for a Navy-Marine Corps witness, there are other instances wherein Navy Department witnesses must testify or present briefings to committee members and/or their staffs. Whether they are formal hearings or informal briefings, witnesses must be thoroughly prepared. Inherent in performing this task is the witness' ability to:

- Effectively reduce large amounts of data into brief and readily understandable form.
- Know the subject thoroughly, including pertinent portions of testimony from prior years.
- Testify in a frank, succinct, and objective manner.
- Know, but not criticize, similar and/or competitive programs of a different service or of one's own service, and be prepared to constructively compare similar programs and discuss the Navy's decisions concerning such programs if required to answer direct questions.
- Ensure visual graphics are brief, clear, and uncluttered.
- Minimize the number of backup witnesses.
- Defer to a knowledgeable backup if you don't know solid answers to questions or simply state that you don't know and will supply the answer for the record.
- Remain poised, pleasant, unargumentative but firm, cooperative and responsive despite intensive questioning from committee members.

RESTRICTIONS ON LOBBYING CONGRESS

Navy personnel who are called upon to be official witnesses for Congressional committee hearings or briefers for Congressional briefings are responding to Congressional requests for information and are not considered to be lobbying.

The legal limitations on executive branch personnel lobbying Congress go back to the early 1900's. Title 18, U.S. Code, Section 1913 states, "No part of the money appropriated by the Congress shall, unless expressly authorized by the Congress, be made available, directly or indirectly, to pay for any personal service, advertisement, telegram, letter, printed or written matter, or other device intended to influence in any manner a Member of Congress to favor or oppose, by vote or otherwise, any legislation or appropriation by the Congress."

This law, enacted in 1919, was a Congressional response to allegedly extensive use of telegrams by the executive branch urging citizens to lobby members of Congress. Also, various annual appropriations bills, since the 1950's, contain "riders" stating that appropriated funds cannot be used for publicity or propaganda purposes designed to support or defeat legislation before Congress. These "riders" were again the outgrowth of Congressional concern over the possible use of executive branch public relations assets to influence public opinion and in turn, influence legislative action.

Article II Section 3 of the U.S. Constitution states: "He shall from time to time give to the Congress information of the state of the union, and recommend to their consideration measures as he shall judge necessary and expedient....". While the "he" in the above passage refers to the President, it also refers to those who serve the President in the Executive Branch. Thus, those who appear as witnesses or to give briefings to members and their staff are not lobbying but are fulfilling legitimate duties to support the President's budget and to provide necessary information to Congress so that body can make intelligent decisions.

DEFENSE APPROPRIATIONS & AUTHORIZATION BILLS

BILL LANGUAGE THAT LEVIES A FORMAL REPORTING REQUIREMENT:

BUDGET SUBMISSION - THE CONGRESSIONAL CALENDAR CALLS FOR THE PRESIDENT TO SUBMIT HIS BUDGET BY THE 1ST MONDAY AFTER 3 JANUARY. THERE ARE NO SANCTIONS FOR FAILURES TO MEET THIS DEADLINE.

SPEAKER OF THE HOUSE AND PRESIDENT OF THE SENATE TAKE THE FULL BUDGET AND PARCEL OUT TO THE PERTINENT COMMITTEES FOR ACTION (FIRST STEP IN CREATING THE DEFENSE AUTHORIZATION BILL AND THE DEFENSE APPROPRIATIONS BILL).

ARMED SVCS, NATL SEC & APPN CTES - DEFENSE BILLS ARE SENT TO THE FULL SENATE ARMED SERVICES & HOUSE NATIONAL SECURITY COMMITTEES FOR AUTHORIZATION AND FULL HOUSE/SENATE APPROPRIATIONS COMMITTEES.

DEFENSE SUBCOMMITTEES - FULL COMMITTEES REFER EACH BILL TO SUBCOMMITTEES FOR DETAILED REVIEW AND STUDY.

HEARINGS - DURING SUBCOMMITTEE STUDY, HEARINGS ARE HELD AND REVISIONS MADE BASED ON TESTIMONY FROM GOVERNMENT OFFICIALS, OUTSIDE EXPERTS OR SCHOLARS AND SPECIAL INTEREST GROUPS.

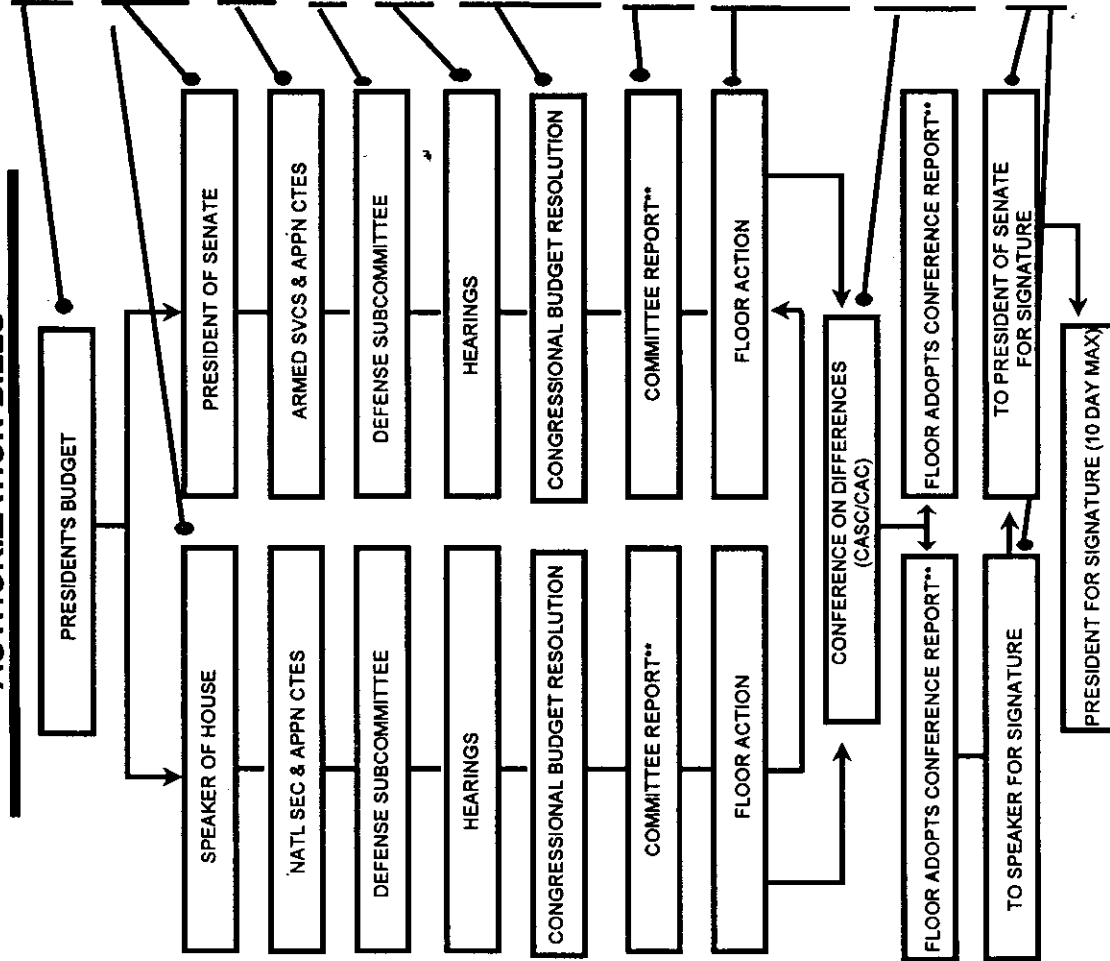
CONGRESSIONAL BUDGET RESOLUTION - HOUSE/SENATE BUDGET COMMITTEES REPORT THEIR VERSION OF THE BUDGET BY 15 MAY TO RECONCILE CURRENT AUTHORIZATION LEVELS AND GUIDE APPROPRIATIONS LIMITS FOR UPCOMING LEGISLATION. THE RESOLUTION SETS BINDING TARGETS FOR THE DEFICIT, REVENUES AND FOR SPENDING TOTALS IN 20 GOVERNMENT FUNCTIONS. BINDING LIMITS ON APPROPRIATIONS BILLS ARE DERIVED FROM THOSE TOTALS.

COMMITTEE REPORTS - AT THE CONCLUSION OF THE HEARING PROCESS THE SUBCOMMITTEES FINALIZE OR "MARKUP" THEIR BILLS. ONCE EACH SUBCOMMITTEE APPROVES ITS BILL, IT IS SENT BACK TO THE FULL COMMITTEE.

FLOOR ACTION - EACH FULL COMMITTEE WILL DEBATE THE BILL AND APPROVE ITS FINAL FORM. THE FINAL VERSION OF THE BILL IS SENT FORWARD FOR FLOOR ACTION AND VOTE WHEN THE FULL COMMITTEE RECEIVES THE BILL, IT MAY REPEAT THE SUBCOMMITTEE PROCEDURES - INCLUDING ADDITIONAL HEARINGS - OR IT MAY SIMPLY RATIFY THE ACTION OF THE SUBCOMMITTEE, AS IS COMMONLY THE CASE IN THE HOUSE AND SENATE APPROPRIATIONS COMMITTEE.

CONFERENCE COMMITTEE ACTION - ONCE THE MEASURE IS APPROVED BY THE HOUSE AND SENATE, A CONFERENCE TO SETTLE DIFFERENCES IN THE POSITIONS OF THE TWO CHAMBERS IS HELD. THE CONFERENCE COMMITTEE WILL PRODUCE A COMPROMISE BILL THAT IS SENT BACK TO EACH CHAMBER FOR FULL CHAMBER APPROVAL.

AFTER THE CONFERENCE REPORT IS APPROVED, IT WILL GO TO THE SPEAKER OF THE HOUSE FOR SIGNATURE, THEN TO THE PRESIDENT OF THE SENATE FOR SIGNATURE AND FINALLY TO THE PRESIDENT FOR SIGNATURE INTO LAW.



**AT EACH OF THESE JUNCTIONS IN THE BILL'S PROGRESS, THE INDIVIDUAL COMMITTEE OR CONFERENCE COMMITTEE WILL PRODUCE A FORMAL, PRINTED REPORT. EACH OF THE THREE SASC/HNSC/CASC OR SACHAC/CAC REPORTS CAN CONTAIN LANGUAGE THAT DIRECTS A SERVICE TO COMPLETE A STUDY, SUBMIT A REPORT OR OTHER FORMAL TASKING. EACH TASKING MUST BE COMPLETED UNLESS THE CONFERENCE REPORT CANCELS OR DELETES THAT PROGRAM. IF A PROGRAM IS DELETED, A PREVIOUS FORMAL HOUSE OR SENATE TASKING, LEVIED PRIOR TO THE CONFERENCE ACTION, NO LONGER NEEDS TO BE COMPLETED.

Figure 1

III

PROCESSING LEGISLATIVE PROPOSALS

Since most bills upon which Department of the Navy witnesses are called to testify originate in the Department of the Navy, in one of the other military departments, or in the Office of the Secretary of Defense, prospective witnesses should have a general understanding of how departmental bills are initiated and processed to the Congressional hearing stage.

The Comptroller of the Navy (NAVCOMPT) maintains liaison with Congress on appropriations related financial matters. The Office of Legislative Affairs (OLA) supports the Comptroller in this effort and works with Congress on all other legislative matters. The steps in the processing of the legislative proposals for which these two offices have responsibility are briefly outlined in SECNAVINST 5730.5 (current series) and summarized in the following paragraphs.

OLA

The Chief of Legislative Affairs has the responsibility for the coordination and processing through Congress of all legislative proposals of the Department of the Navy, other than those affecting appropriations and related financial matters.

The Chief of Naval Operations, the Commandant of the Marine Corps, the Chief of a bureau/office or the commander of a systems command prepares and forwards proposed legislation, together with a proposed transmittal letter to the Speaker of the House of Representatives and the President of the Senate, to the Office of Legislative Affairs (OLA). OLA then coordinates the package with the appropriate agencies of the Department. After it is completely coordinated within the Department of the Navy, the proposed legislation and transmittal letters are submitted to SECNAV for his approval. Examples are available from OLA.

After approval by SECNAV, Navy OLA submits the proposal to the General Counsel (DOD) with the recommendation that the proposal be made a part of the Department of Defense Legislative Program for the current year. OSD will resolve any differences among the military departments that cannot otherwise be solved.

After Navy legislation is approved within OSD, the DOD General Counsel forwards it to the Office of Management and Budget (OMB) for advice as to whether it is in accord with the program of the President. Upon approval by OMB, the General Counsel (DOD) notifies OLA. The letters to the Speaker of the House and President of the Senate are then signed by SECNAV. Upon receipt, the Vice-President and the Speaker refer the proposal to the appropriate Senate and House Committees wherein it is staffed, may be introduced, and assigned a bill number.

OLA monitors the bill's progress, provides the committee staff with materials which will assist in its study, and coordinates hearings scheduled by the committee. Preliminary consultations between the committee staff and service representatives serve to identify particular areas in the bill which the witness should be prepared to discuss in detail during actual hearings. Because of the experience

inherent in committee staffs they can be very helpful to service representatives in preparing for an effective presentation by advising them of questions which may be anticipated from committee members.

COMPTROLLER

The Comptroller of the Navy (NAVCOMPT) handles budget estimates, appropriations, and related financial matters of the Navy. After SECNAV approval, the Department of the Navy budget is forwarded to SECDEF for review, integration into the DOD budget document, and submission to Office of Management and Budget (OMB), Executive Office of the President, where it is ultimately incorporated into the President's Budget Document.

Following the annual Posture Hearings, the Defense Subcommittees of the House and Senate Appropriations Committees conduct detailed hearings on the specific appropriations in the Navy budget. NAVCOMPT provides a general overview of the budget, followed by other witnesses testifying on particular sections of the legislation, i.e., Military Personnel, Operations and Maintenance, RDT&E, etc.

OPNAV/CONGRESSIONAL AND POLICY COORDINATION BRANCH (N804)

Within the Office of the Chief of Naval Operations (OPNAV), the procedures for handling Congressional matters are outlined in OPNAVINST 5730.4E. In general, DCNO (Resources, Warfare Requirements and Assessment (N8)) exercises centralized supervision and coordination of the Navy Program planning and study effort in order to ensure the integration of planning, programming, budgeting and appraisal within the Office of the Chief of Naval Operations and management echelons subordinate to the CNO. N8 has coordinating responsibility for Congressional matters involving authorizations and appropriations within OPNAV. Under N8, the Director, General Planning and Programming Division (N80) is assigned coordinating responsibility for Congressional matters within OPNAV and the Head, Congressional and Policy Coordination Branch (N804) is the action officer in N80.

IV

PREPARATION OF STATEMENTS

Witnesses must provide copies of their statements to the committee before which they will testify several days in advance of their scheduled appearance. Specific requirements concerning format, length, numbers of statement copies that must be received in advance by reviewing authorities, and security clearance requirements are covered in this section.

Presentation of the statement is very important and may well determine the direction the hearing will take. It should be carefully structured to emphasize the things about which the Navy wants the committee to be completely informed. It should also include controversial aspects of programs if discussion of these aspects will ensure Congressional understanding of the issue. It may include programs doing well, if appropriate, and take credit, or give credit to the committee for previous decisions. If relevant, reference should be made to compliance with a Congressional directive. Wherever possible, an explanation should be given on where a program fits into the overall Navy plan. Holding the attention of the committee is important. The committee staff will become completely familiar with the details of individual programs by other means. This is an opportunity to express the essence of each program.

LENGTH OF STATEMENTS

Statement reading time should not be longer than twenty minutes if slides are used. Without a slide presentation, the statement should be limited to 10 minutes.

REGULAR AND ORAL STATEMENTS

There are normally two statements that must be prepared for an appearance as a witness:

- A regular statement contains all appropriate data and should be unclassified if the hearing is to be held in open session. If the hearing is to be held in executive session, the statement may be classified and should be clearly and appropriately marked. These statements may be of any length sufficient to adequately present the Navy position/background on the subject of the hearing. They will become part of the record of the hearing. Only on rare occasions should a regular statement be read verbatim at the hearing. Rather, the oral presentation, discussed below, should summarize and highlight the most important aspects of the regular, written statement.

- An unclassified oral statement should contain only essential information in support of the program or appropriation. This statement should be tailored to the witness' best method of presentation, i.e. talking points, verbatim speech, etc. Although recommended even with an unclassified regular statement, it is required when the regular statement is classified and a statement is to be presented in open session prior to the committee reconvening in executive session, as is generally the case for Appropriations Committee hearings. This summary is usually presented orally in full, but in order to accommodate the Chairman it may be further condensed.

USE OF VISUAL AIDS

The use of a slide presentation has been effective in past hearings and is encouraged; however, slides should be of professional quality and simple; a picture of the ship, weapon, or aircraft and a few key facts. Data, milestones, etc., should be included in the regular statement and not in the summary or slides. Keep all visual aids simple and easily readable from the viewing distance (avoid using "busy" slides) and ensure that the aids, verbal presentation, and printed material given to the committee are carefully coordinated to ensure accuracy, conformity with policy, and relevance. (Two photographic quality copies of each slide/viewgraph will be required for the edited transcript.)

ADDITIONAL GUIDANCE FOR THE SUMMARY STATEMENT

The following are additional points to consider in drafting the summary statement:

- The statement presents and justifies the request and, at the same time, provides a performance statement on what the Navy has achieved with its resources – past and current year.
- Consider preparing a one page executive summary, in bullet format, of the regular statement for placement in the committee members' briefing books. The members probably will not read your prepared statement in its entirety, but they might quickly review your summary prior to or during the hearing.
- Committee members, using only unclassified data, must handle all questions from the floor of the House and Senate. The statement, justification books, and hearings provide the principal sources of information upon which an understanding of the Navy programs and the budget estimate are based.
- Committee members are knowledgeable about national defense and the Navy. They talk to the press, their constituents, business community and colleagues. The witness should support key points by at least one example, preferably unclassified, and where appropriate, using human interest or appeal.
- Avoid the use of abbreviations or acronyms in the statement and use uniform and consistent definitions (such as the Uniform Weapon System Cost definitions set forth in SECNAVINST 7700.5 (current series)) when discussing or displaying required information.
- If supporting classified material is desired and/or required, it shall be supplied as a classified supplement in a format suitable for reading, should the committee so request.
- Seek guidance from OLA or NAVCOMPT as to what might be an appropriate length for the oral statement given the particulars of the hearing.

CLEARANCE

All statements, classified and unclassified, must be submitted for clearance through a security/policy review process not less than 14 days (10 working days) prior to the hearing or as

directed by OLA, NAVCOMPT, or N804. Statements shall be delivered to OLA, NAVCOMPT, or N804 as appropriate.

Statements should be cleared with the Chief of Information (CHINFO) if information sensitive to public release is involved. If there is any doubt as to the potential sensitivity of the information, it should be resolved in favor of clearing the statement through CHINFO. (Sample cover pages attached as APPENDIX A and APPENDIX B)

ADVANCE COPY/SUBMISSION REQUIREMENTS

Statements and supplements must be submitted to OLA, NAVCOMPT or N804 in the quantities shown in Table 1 below for delivery to the respective committee. Also comply with any special directions from the committee normally contained in their witness invitation letter.

PHASE	CLASSIFIED			UNCLASSIFIED		
	I	II	III	I	II	III
SENATE						
Full Committee	50	20	0	60	125	250
Subcommittee	25	25	0	30	125	250
HOUSE						
Full Committee	15	10	0	75	125	250
Subcommittee	10	25	0	35	125	250
a. PHASE I:	Upon completion of Navy and OSD security policy review and 4 working days prior to the hearing, forward to OLA for advance submission to the Committee/Subcommittee.					
b. PHASE II:	HOUSE: Submit to OLA THREE WORKING DAYS prior to the hearing. SENATE: Submit to OLA TWO WORKING DAYS prior to the hearing.					
c. PHASE III:	Submit ONE WORKING DAY prior to the hearing all unclassified statements to N804 or the Marine Corps Division of Information for distribution to the Pentagon Press Corps.					

Table 1

Statements must be submitted on time to allow for appropriate review. Late submission to the committee of required statements is not the recommended way to start a hearing. There have been cases of cancelled hearings because statements were not delivered on time.

For OPNAV witnesses, refer to CNO memo Ser 804D/3U636744 of 10 Feb 93 for additional information on preparation and clearance of witness statements.

WITNESS LISTS

A list of witnesses should be prepared and forwarded to OLA or NAVCOMPT in the same quantities as statements. The list should show principal witnesses and supporting witnesses. The full rank, name, and title of each witness should be shown. (See APPENDIX C for sample listing.) There are two types of witnesses:

- Principal witnesses are cognizant officials of the Department of the Navy whose testimony on matters within their responsibilities can be expected to be received by the Congressional committees as official representatives of the Department of the Navy. Questions by the committee members are directed at the principal witnesses. It is anticipated that the principal witnesses appearing in support of specific appropriations will be Deputy Chiefs of Naval Operations, Chiefs of Bureaus or Offices, System Commanders, Project Managers, or officials of similar stature.

- Supporting witnesses are those witnesses who may be called upon by the principal witness to provide information on specialized topics, particularly budget activities, or to answer specific questions. The supporting witnesses provide the necessary backup for the principal witnesses in all fields -- plans, programs, and finance.

The number of witnesses should be kept to the absolute minimum consistent with proper presentation of the Navy's case. The effectiveness of a principal witness is reduced in direct ratio to the extent that he has to call on supporting witnesses to supply information that he should be able to supply himself. Likewise, an entourage of personal aides, baggage handlers, additional backup personnel, and casual spectators in the hearing room is not desired. Such has been properly noted by members and staff personnel as inappropriate utilization of Government employees.

The Vice Chief of Naval Operations and Under Secretary of the Navy have prescribed that the Office of Legislative Affairs will coordinate granting of permission for attendance at hearings by other than principal and backup witnesses. Prior permission for such military or civilian personnel to attend a hearing shall be obtained from OLA or NAVCOMPT, normally from the action officer assigned to the hearing.

V

PREPARATION FOR WITNESSES

The single overriding message to convey is the Department of the Navy's intention to make maximum relevant information available promptly to, and cooperate fully with, members of Congress, Congressional committees and their staffs. It is not usually possible to anticipate every question which will be asked by individual members of a Congressional committee. Most questions will relate directly to the budget justification books, but this is not always so. Therefore, the witness who prepares thoroughly is effective and convincing with simple statements of fact and figures. Clear, concise, and specific answers to the questions of the committee are far more effective than elaborate descriptions. The following suggestions relate to background materials which should be studied and organized for hearings. Also, see Chapter II, What Congress Looks For in a Hearing Witness.

GETTING THE BIG PICTURE

The committees work from the President's Budget Message and justification books. Departmental position is established in the Posture Statements. Be familiar with these documents and how your program or subject area ties into the larger scheme.

It is a good idea to prepare all of the background material required for the hearings in conveniently tabbed reference books to facilitate committee proceedings. **The figures shown in the written justification must be the accepted official Department of the Navy budget figures.** Thorough familiarity with the budget justification books, as presented to the Congress, is essential. Be sure a figure can be reconciled with previous testimony and the rest of the Navy programs before it is quoted.

Review the record of last year's hearings in order to explain deviations from plans outlined at that time and be able to give the current status of items of continuing interest. This is an essential process sometimes overlooked by witnesses testifying for the first time. You should remember that members and staff personnel have been through many such hearings and have an excellent corporate memory of past events. Similarly, be prepared to answer questions regarding the Department of the Navy plans for the current fiscal year as they apply to the appropriation, program, or special subject under review. Familiarity with committee reports on previous year's requests will definitely prove helpful in speaking on programs and estimates under review this year. CNO (N804), OLA, and NAVCOMPT maintain records of past hearings, and N804 maintains a keyword search database of recent topics of interest.

Study the testimony of House hearings, in particular Questions and Insertions for the Record prior to appearing before the Senate (and vice versa). Be prepared to answer questions on any new issues raised. Be familiar with any data previously given to House/Senate Committees/Subcommittees which is pertinent to the forthcoming hearing. OLA maintains records of past hearings.

Much preliminary and post-hearing work is done by the professional staff of the committees. Data provided to these staff personnel must be carefully reviewed for consistency with the budget and Department of the Navy policy. The data provided often are clues as to what will be coming up at

the hearings. Witnesses should have knowledge of the information provided and should be prepared to discuss it in depth.

Congressional members and staff are usually keenly aware of articles which have recently appeared in the media on the subject material. Be prepared to answer questions relating to recent media interest. Similarly, questions should be expected on any program or concept which has been the subject of General Accounting Office or Congressional Budget Office criticism.

Preparation for minor items is as important as for major ones. Witnesses find themselves in trouble more often with little programs than with big ones because of a natural tendency to treat the little ones lightly.

REHEARSAL/MURDER BOARD

A rehearsal (Murder Board) is the best means of determining whether the amount and nature of preparation has been sufficient. Rehearsal sessions should be held sufficiently in advance of the hearing to afford adequate time for revision of testimony and for resolution of policy differences. As a further aid to the witness, it is suggested that personnel attending the rehearsal question the witness after he has presented his statement, along the line of questioning that is anticipated from the members of the committee. The more difficult the questions, the better the preparation, especially when any controversy is known to exist regarding the program. Witnesses are encouraged to request the services of OLA and NAVCOMPT personnel to assist in rehearsals.

HANDOUTS AND GRAPHICS

Expensive looking handouts, particularly pamphlets which could be called "propaganda", encourage committee criticisms regarding waste of government funds. Keep supporting visual aid presentations within reasonable bounds. It is important to ensure, however, that when such material is used, it is kept simple and can be read by each member of the committee at the distance involved. Graphics, projectors, screens, proper statement preparation and their timely submission are the sole responsibility of the witness' activity. While OLA and NAVCOMPT will assist in these endeavors, the witness remains primarily responsible.

OLA or Comptroller personnel will also assist the witness in making a prehearing reconnaissance of the committee room to determine the best location for charts, the location of electrical outlets, and other details that should be resolved before the hearing. When graphic material is to be provided to committee members, there should be sufficient copies available to provide one to each elected official and staff member. Detailed statistics should be provided as enclosures to the statements rather than included in visual aids. The committee staff should be made aware that graphics are to be used as a part of the testimony. Audio visual equipment is not available in Congressional hearing rooms. Witnesses will be responsible for obtaining the required projectors, screens, and other equipment and transporting it to the hearing room.

SECURITY ISSUES

Congressional Committees operate under security procedures similar to those of military departments. Because of the nature of their duties, members of Congress are entitled to receive

classified information on an official need-to-know basis. DOD Directive 5400.4 outlines the policies and procedures for the furnishing of information to the Congress. In accordance with Article 12-15 of the Department of the Navy Information and Personnel Security Program Regulation (OPNAVINST 5510.1H), it is Department of the Navy policy to make maximum information available promptly to, and to cooperate fully with, members of Congress and Congressional Committees. Their staffs will be referred to the Secretary of the Navy (Chief of Legislative Affairs), except for requests originating with the Appropriations Committee which are referred to the Comptroller. OPNAVINST 5510.158A outlines security review procedures to be followed for Congressional matters. In hearings, especially those arising in the course of investigations, witnesses may be asked for official information which requires protection in the public interest although it is not security information. DOD Directive 5400.4 covers this situation.

VI

COMMITTEE HEARING PROTOCOL

Congressional committee hearings are held either in open or closed (executive) sessions. The general public and the media are permitted to attend open sessions, and testimony therein constitutes a public statement. "Sunshine" policies adopted by many Committees of Congress have tended to increase the number of open hearings available for public and media attendance. Closed (executive) sessions are those at which the general public and the press are excluded, and in which classified and unclassified testimony may be given. In a hearing where several teams are required, it is best to plan that only the next team to appear is sitting in the hearing room. When one team finishes, it should leave the hearing room promptly and the next standby team quietly enter.

Each witness at a closed hearing shares the Navy's responsibility to the committee not to disclose or discuss with anyone (except as may be required by official duties within the department) any information, written or verbal, regarding the testimony given at the hearings, or regarding any indication committee members may have given as to their individual attitudes or possible actions which the committee may take on matters pending before it.

WHAT TO WEAR

Navy witnesses are required to be in Service Dress Blue Uniform, as a matter of custom. **Civilian and other interested Navy personnel present in any capacity should be in appropriate civilian dress (i.e., business attire).**

Senators should be addressed as "Senator....". Representatives should be addressed as "Mr. or /Mrs./Miss. . . ." or if the name is not known, as "Mr. Congressman or Mrs./Miss. Congresswoman" or simply as "Sir/Ma'am." The witness should not attempt to address a Member by name unless he is sure of the name; the name plates in front of Members' seats are sometimes misleading because Members do not always sit in the seats assigned to them. The Chairman of the Committee or Subcommittee normally should be addressed as "Mr. Chairman or Madam Chairwoman."

THE FIRST THREE MINUTES

The principal witness, when first addressing the committee, should clearly identify himself by name, grade, and position. It is customary for the witness then to inform the committee that he has a prepared statement which can either be read or offered for insertion in the record. Normally, the Chairman will either advise the witness that he may proceed with his statement or request that the statement be submitted for insertion in the record and the witness merely give an oral summary thereof. The witness should be prepared to do this.

Occasionally, a chairman may ask some questions of a witness prior to presentation of the statement. The witness should first respond to such questions and then proceed with the oral presentation. When testifying, the witness must speak in clear and distinct tones so that all members of the committee and the committee reporter can hear. A statement should be read in a calm and deliberate manner to give each committee member a full opportunity to follow and digest the

statement as the witness proceeds. He should avoid reading in a monotone. When concluding his prepared statement, the witness should advise the committee that he will answer questions.

A supporting witness about to testify for the first time should announce his name and official position. If not seated at the witness table, he should stand when testifying.

Witnesses should cooperate with committee reporters to ensure an accurate transcript of testimony. The only time a witness should speak for the record is when he has the floor. Only one witness should talk at a time because the recorder can record only one voice at a time.

FULL BUT BRIEF DISCLOSURE

All questions asked by committee members should be answered directly and to the point. Witnesses should give "yes" or "no" answers first, and when appropriate, followed by any qualifying remarks. Answers should be brief, but the witness should be prepared to amplify if requested by the committee. The witness should not be a "reluctant" witness. Committee members want the information that will assist them in evaluating the program under discussion and usually welcome a brief explanation in support of "yes" or "no" answer. However, the witness should not use this as an opportunity to make a "speech." In the course of explaining the answer to one question, the witness should neither introduce a new problem, nor volunteer his own opinion.

Witnesses should refrain from using ship designations (DDG/LPH/LCM, etc.) and other acronyms and abbreviations (CNO/VCMS/ASROC, etc.) not readily recognized or understood outside the Department of Defense.

Occasionally, a question answered earlier may be repeated or a question may be asked which appears to be well answered in the justification book. In any case, answer the question as it is asked. Do not look for hidden meaning. Not all Members are present at all times, nor should it be assumed that all the members have had the opportunity to examine the justification books in detail. Frequently, they already know the answers to the questions and are only seeking to ensure a complete record of testimony for the benefit of their colleagues. Do not interrupt questions in order to respond quickly or to correct an erroneous concept.

ANSWERING QUESTIONS FROM STAFF MEMBERS

Frequently at the hearings the Chairman permits the professional staff to ask questions. These questions should be considered as if coming from a member of the committee. However, when answering staff questions at a hearing, at least one Member of Congress should be present. If all Members (Senators or Representatives) depart the hearing and turn it over to staffers, the Navy witness should seek guidance from the OLA or NAVCOMPT action officer responsible for coordinating the hearing.

LENGTHY QUESTIONS

When asked a lengthy question consisting of several parts, the witness should note the points covered in the question. In replying, the witness should isolate each specific portion of the question and answer it indicating which portion is being answered. The witness should not hesitate to take the

time to think out the answers to specific questions. Witnesses frequently get themselves into difficulty because they think immediate, rapid-fire answers must be given to every question asked. Once a question has been satisfactorily answered, a witness should avoid explaining the answer.

Although hostile, critical, or irritating questions are rare, the witness should, in such cases, be slow to answer and never indicate any irascibility or annoyance in the substance or manner of reply.

IF YOU DON'T KNOW THE ANSWER...

If the witness does not know the answer to a question, and the answer cannot be furnished by another witness present or from reference material readily at hand, the witness should inform the committee that he cannot answer the question but that he will obtain the information and forward it to the committee or furnish it for the record. Witnesses should realize, however, that they cannot continually go up before Congress and say "I don't know." Accordingly, the necessity to be well prepared is of primary importance in advancing the credibility and authority of the witness as an individual and as a representative of the Navy. In no event should the witness attempt to guess at the answer, or to "bluff through." There is no substitute for being knowledgeable.

CLASSIFIED RESPONSES TO QUESTIONS ASKED IN OPEN SESSION

Classified information is not to be given by any witness in an open session. When a question is asked in open session which necessitates a classified answer, the witness should advise the committee that he cannot answer the question because of security reasons, but if desired he will answer in closed (executive) session or provide it in writing. While a witness need not hesitate to ask the privilege of an "off the record" statement in executive session, he should be careful not to make the request more often than necessary. On rare occasions a witness may be asked a question on matters entitled to protection or matters privileged communications between officials of the military departments. In such an event, it is appropriate for the witness to state that he is not at liberty to disclose the information without ascertaining whether it is releasable under current policy of the Department of the Navy.

PERSONAL OPINIONS/RESPECTING THE PRESIDENTS BUDGET

Criticism or implied criticism of actions of the Office of the Secretary of Defense or the Office of Management and Budget is to be avoided. Matters on which one witness may have strong opinions must be treated factually with particularly well considered words to avoid misinterpretation by the committee.

Questions are frequently posed to the witness regarding actual or anticipated changes in a program that may have occurred since the budget was submitted. Since the testimony of the witness is in support of the programs presented in the budget, witnesses should refrain from speculation as to program slippages or future cost changes.

Questions about the amount of appropriations originally requested and the amount shown in the President's Budget should be anticipated. While witnesses should be in a position to provide the committee with all relevant facts upon request, they should not on their own initiative propose departures from the recommendations of the President's Budget. It is important to remember that once

the budget has been presented to Congress by the President, it becomes the President's Budget and should be supported. If pressed for a "personal and professional opinion", the witness should make clear:

- That personal views were expressed (if such be the fact) to appropriate authorities within the Defense Department before the departmental position was established;

- Where opinions are not in accord with the Departmental decision, despite those opinions, the witness accepts and will abide by the Departmental position; and

- The considerations or factors which support the decision; in other words, the pros and cons on the issue involved.

The nature and amounts of the President's determinations are confidential and will not be released until the budget is transmitted to Congress. The Executive Branch communications that have led to the preparation of the budget will not be disclosed either by the agencies or by those who have prepared the budget.

In furnishing information on appropriations and budgetary matters, representatives of agencies should be aware of the limitations on such communications, including the limitation that:

"...An officer or employee of an agency may submit to Congress or a Committee of Congress an appropriations estimate or request, a request for an increase in that estimate or request, or a recommendation on meeting the financial needs of the government only when requested by either House of Congress." (31 U.S.C. 1108(e)).

Furthermore, agency representatives should be aware of restrictions upon communications to influence legislation that are not conducted through proper official channels (18 U.S.C. 1913).

Following formal transmittal of the budget, an amendment, or a supplemental appropriation request, agency representatives will be guided by the principles shown in Table 2, pertaining to budgetary matters, when testifying before any Congressional Committee or communicating with Members of Congress.

Guidelines When Testifying on the President's Budget

- (1) Witnesses will give frank and complete answers to all questions.
- (2) Witnesses will avoid volunteering personal opinions that reflect positions inconsistent with the program or appropriation request the President has transmitted to the Congress.
- (3) If statutory provisions exist for the direct submission of agency budget estimates to the Congress, witnesses will be prepared to explain both the agency submission and the request in the President's budget.
- (4) In responding to specific questions on program and appropriation requests, witnesses will refrain from providing plans for the use of appropriations that exceed the President's request. Witnesses, typically, bear responsibility for the conduct of one or a few programs, whereas the President must weigh carefully all of the needs of the Federal Government, and compare them against each other and against the revenues available to meet such needs. Where appropriate, witnesses should call attention to this difference in scope of responsibility in explaining why it is not proper for them to support effort to raise appropriations above the amounts requested by the President.
- (5) Where there is a request for a written submission that will involve a statement of opinion relating to program and appropriation requests, witnesses will arrange for a reply to be provided through the head of the agency.
- (6) Agency representatives should be careful that their communications are not perceived to be an "appropriations estimate or request ... or an increase in that estimate or request. ..." (31 U.S.C. 1108). Agency representatives are expected to support the President's budgetary decisions and seek adjustments to those decisions through established procedures for budget amendments or supplemental appropriation requests if the agency head determines such action to be necessary.

Sec. 12.9, OMB Circular A-11

Table 2

VII

POST HEARING RESPONSIBILITIES

By a long standing arrangement, Congressional committees extend the courtesy of reviewing the stenographic transcripts of testimony given at the hearing. Inasmuch as this opportunity for reviewing the transcript is strictly a Congressional courtesy and is by no means a right of the agency, reviewing officials should exercise great care in editing.

TIMELY REVIEW OF TRANSCRIPT

Particular care should be exercised to ensure that replies are responsive to the committees and meet established deadlines. If replies cannot be furnished by the prescribed deadline, notify N804, OLA, or NAVCOMPT of the reason for the delay and the date on which the material will be available.

Since several days can elapse between Congressional hearings and the time questions are answered, ensure that answers do not reflect actions subsequent to the actual date of the hearing. The "as of date" is the date of the hearing.

GUIDELINES WHEN REVIEWING TRANSCRIPTS

When editing transcripts from a closed hearing, and preparing classified inserts for the record, the procedures in OPNAVINST 5510.158A MUST BE FOLLOWED.

- Type statements, testimony and answers to questions just as you would have them printed. Do not use all capital letters, uncommon abbreviations, or acronyms if they can be avoided. If it is necessary to use a shortened form of a title, include the full name followed by the abbreviation the first time it appears in the text.

- Editing of grammar, spelling, punctuation, etc., should be done neatly in pencil using standard editing symbols.

- When answering direct questions, start the answer with the general rank and name of the witness followed by a period, then continue on the same line with the text of the reply (Rear Admirals, Vice Admirals, and Lieutenant Colonels are referred to as "Admiral or Colonel", respectively); i.e., "Admiral Cooke. The justification for this request is...."

- Do not credit answers to someone who was not present for the hearings and therefore not on the list of witnesses in the record.

- Ensure that all witnesses who appeared at any session of the hearings are listed on the witness list.

- In statements or answers, avoid referring to a particular page, since page numbers change radically during the assembly and typesetting of hearing books. In this same context, do not refer to a previous insert as an answer to a question. Provide a separate answer.

- Ensure all tables of data have a subject identification line and also indicate the units used in the table (i.e., dollars, thousands of dollars, percent, etc.). Tables and list of data should be single spaced.

- Answer questions on separate pages, one question and its answer per page.

- Government Printing Office typesetters work from a copy of material furnished Congress, therefore, ensure that all copies of transcripts, inserts and so forth are legible.

- Graphics: In addition to the prints of slides, included in any transcript, two complete sets of "Printer's Quality" prints are to be forwarded with the edited transcript.

- Adhere to the specific procedures for processing transcripts of testimony and inserts that are prescribed and promulgated by the committee that held the hearing. Consult with N804, OLA, or NAVCOMPT for specifics.

- After Navy Security Review, N804, OLA, or NAVCOMPT will submit transcripts to the Directorate for Freedom of Information and Security Review.

- OPNAV organizations should refer to CNO memo Ser 804D/4U640011 of 14 Feb 94 for further information relative to the post hearing phase.

Over the years, certain areas in processing transcripts and inserts for the record have been troublesome. The following are the most common:

- Suspense times are not met to N804, OLA, or NAVCOMPT.

- Penciled revisions to the transcript are not neat and instead of being printed, sometimes are illegible and in long hand.

- New thoughts are introduced or the entire context is changed, instead of merely providing words, phrases, and sentences to make responses clear. New thoughts should not be introduced.

- Reviewers or authors over or under classify. Particular care should be taken to bracket classified information. Before beginning the review, the witness should determine what information needs to be protected.

- Errors and inaccuracies appear when reviewers sanitize outside their areas of competence. If your witness gets into an area of information outside of his/her area of expertise, then the individual who has cognizance over the information should be consulted to assist in the bracketing of classified information.

- Reviewers are not consistent. A common failing is to sanitize well when the testimony centers around their area of competence, but miss identical references later in the testimony because they are buried within an unrelated subject area. Reviewers must review carefully the entire transcript to AVOID INADVERTANT DISCLOSURES OF CLASSIFIED INFORMATION and to maintain consistency.

- The specific question in the insert for the record is not answered; the answer contains jargon which is meaningless to Congress; not enough information is supplied; or superfluous information is volunteered.

- Insufficient copies of the completed insert are provided.

- Administrative details (action officer information, security stamp, downgrading stamp, brackets, etc.) are overlooked by the author.

VIII

CONGRESSIONAL TESTIMONY CHECKLIST

1. Presentation/Testimony Preparation

- Say (highlight-summarize) what you want to be heard -- don't expect them to read the entire advance written statement.

- Provide an executive summary sheet keyed to the most important points in your statement/presentation.

- Honesty - be straightforward.

- Don't assume knowledge -- check ahead if uncertain.

- Graphics -- dual screen preferred (major/subcategories).

- Timely clearance of testimony in advance.

2. Questioning

- Be brief and exact in responses requiring a yes/no. As needed, provide yes/no, then amplify.

- Don't lecture and waste members' time. (Example: House National Security Committee members often question for five minutes each.)

- If you don't know the answer -- say so! Say you'll provide it later for the record.

- If pressed for your personal view make clear that:

- Your views were expressed within the Navy prior to the establishment of the Navy's final position.

- Despite personal differences (if any) you will support the Navy position.

- The pros and cons of factors in a particular case.

3. Program Knowledge

- Know Funding Flow

- Previous Fiscal Year final spend out rates.

- Current two-year Presidential Budget spending plans.

- Five year defense plans as related to programs.

- Five year defense plans as related to programs.
 - Any reprogramming or supplemental funding actions.
 - Projected effect of certain percentage or dollar cuts if known.
- Program Justification
 - Does the program logically fit a long-term plan within a major mission area?
 - Does the program compliment efforts by sister services (Memoranda of Understanding or Agreement) or other Navy-Marine Corps programs?
 - Have requirements been re-evaluated in the light of changes since Navy-Marine Corps team last gave testimony?

- Program Continuity

- Know the key statistics.
- Inventory requirements.
- Utilization rates.
- Improvement estimates.
- Production rates (month or year).
- Program and unit costs defined.

- Contractual Details

- Labor costs in various categories.
- Production efficiencies or problems.
- Type contract.
- Spend out rates versus work accomplished.
- Monitoring contractor performance.
- Competitive or sole source - why?

- Program History

- Know the Navy, DOD and Congressional history or program.

4. Review Transcripts

- Expedite handling and return.

SAMPLE OF COVER SHEET FOR UNCLASSIFIED STATEMENT

NOT FOR PUBLICATION UNTIL RELEASED BY
THE COMMITTEE ON NATIONAL SECURITY
HOUSE OF REPRESENTATIVES

STATEMENT OF
(INSERT NAME)
DIRECTOR, SURFACE WARFARE DIVISION
BEFORE THE
SUBCOMMITTEE ON
MILITARY ACQUISITION
OF THE
HOUSE NATIONAL SECURITY COMMITTEE
ON THE
QUALITY AND CAPABILITY
OF
SHIPS BEING DELIVERED TO THE FLEET
(INSERT DATE)

NOT FOR PUBLICATION UNTIL RELEASED BY
THE COMMITTEE ON NATIONAL SECURITY
HOUSE OF REPRESENTATIVES

APPENDIX A

[CLASSIFICATION]

SAMPLE OF CLASSIFIED STATEMENT COVER SHEET

STATEMENT OF
(INSERT NAME)
DIRECTOR OF SPACE AND ELECTRONIC WARFARE
BEFORE THE
SUBCOMMITTEE ON STRATEGIC AND THEATER NUCLEAR FORCES
OF THE
SENATE ARMED SERVICES COMMITTEE
ON
STRATEGIC C3: SURVIVABLE, ENDURING C3/MILSTAR,
EHF, ELF, TACAMO, WARNING SYSTEMS

CLASSIFIED BY:
DECLASSIFY ON:

[CLASSIFICATION]

APPENDIX B

SAMPLE OF WITNESS LIST

WITNESS LIST

BEFORE

COMMITTEE ON NATIONAL SECURITY

HOUSE OF REPRESENTATIVES

ON

(INSERT DATE)

SUBJECT: SHIPBUILDING

PRIMARY: (INSERT NAME)
Assistant Secretary of the Navy for Research, Development and Acquisition

BACK-UP: (INSERT NAME)
Vice Commander Naval Sea Systems Command

(INSERT NAME)
Deputy Commander for Ship Design and Engineering Naval Sea Systems
Command

KEY NAVY AND MARINE CORPS LEGISLATIVE LIAISON CONTACTS

Chief of Legislative Affairs

Room 5C760, The Pentagon, 697-7146

Deputy Chief of Legislative Affairs

Room 5C760, The Pentagon, 697-7146

Director of Budgets and Reports, NAVCOMPT

Room 4C736, The Pentagon, 697-7105

Marine Corps Legislative Assistant to the Commandant

Room 1134, Navy Annex, 694-1686

Office of the Chief of Naval Operations

Congressional Liaison (N804)

(Within OPNAV, N80 acts as the primary point of contact between OPNAV, OLA and Navy Comptroller regarding Congressional matters (both Appropriations and Authorization matters). The Head, Congressional and Policy Coordination Branch (N804) is the action office within N80.)

Head

Room 4D715, The Pentagon,
695-0916

Action Officers (Congressional Coordination (CNO/SECNAV Hearings)):

Room 4D715, The Pentagon,
695-0916 (N804C)

Action Officers (Policy Coordination (Other Navy Hearings)):

Room 4D715, The Pentagon,
695-0916 (N804D)

Security Review Monitor: (Primary point of contact for security matters within the Department of Navy.)

Room 5D832, The Pentagon,
695-8280

Appropriations Matters Liaison Office (NCBE)

Room 4C742, The Pentagon, 697-6185

Miscellaneous:

OLA Duty Officer (after working hours)
695-0231

OLA Library

Room 5C771, The Pentagon,
695-4926

Public Affairs and Congressional Notifications

(OLA Congressional Member Biographical Information)

(LA-2)

Room 5C768, The Pentagon,
695-0395

Congressional Budget Office (CBO) Liaison:

(Within the Department of the Navy, the Office of Legislative Affairs (OLA) is assigned responsibility for CBO liaison.)

Room 5C840, The Pentagon,
695-3212

APPENDIX D

(Navy Programs (LA-5)(except
Appropriations)
(Navy Hardware and R&D Issues)

Director

Room 5C840, The Pentagon,
695-6371

Action Officers

Readiness/Support/

Infrastructure: 694-4161

Space, E/W: 695-6036

Intelligence: 695-4156

Science and Technology: 695-4172

JT Expeditionary Warfare
& USMC: 695-4169

JT Littoral Warfare &
Sealift: 695-1366

JT Surveillance & Strat
Deterrence: 693-2919

JT Strike Warfare and
Aviation: 695-4153

Legislation (LA-6) (Navy Sponsored
Legislation)

Director

Room 5C800, The Pentagon
695-5276

Action Officers

Base Closure/MILCON: 695-5277

Govt. Contracts/Federal
Procurement Policy: 695-6035

Ship Transfer/CivPers/Sexual
Harassment: 697-6196

Environment: 697-5946

MWR: 697-5759

MilPers/Compensation/
Promotions & Nominations
Medical Issues: 697-6196

Navy-Marine Corps Senate Liaison Office:
Russell Senate Office Building,
Room 182, (202) 475-1682

Navy-Marine Corps House Liaison Office:
Rayburn House Office Building,
Room B324, (202) 475-1672

General Accounting Office (GAO) Liaison:

(Within the Department of the Navy,
the Comptroller of the Navy (NAVCOMPT) is
assigned responsibility for GAO liaison.)
Room 2C347, The Pentagon

Surveys and Investigations (S&I) Liaison:

(Within the Department of the Navy,
Comptroller of the Navy (NAVCOMPT) is
assigned responsibility for S&I liaison.)
Room 2C347, The Pentagon
697-1579

TABLE OF N-CODES AND COGNIZANT NAVY LEGISLATIVE AFFAIRS OFFICES

N091	SCIENCE AND TECHNOLOGY	LA-581
N093	NAVY MEDICINE	LA-65
N095	NAVY RESERVES	LA-65
N1	MANPOWER & PERSONNEL	LA-65/62
N3/5	INT'L LAW	LA-61
N4	READINESS AND SUPPORT	LA-54
N6	JOINT SEW/INTELLIGENCE	LA-56
N7	EDUCATION & TRAINING	LA-62
N41	EXCHANGES/COMMISSARIES	LA-64
N42	SEALIFT ISSUES/MERCHANT MARINE	LA-61
N42/86	MARITIME SUPPORT OF LAND FORCES	LA-586/85
N44/46	SHORE INFRASTRUCTURE (MCON, FHN, BRAC)	LA-60
N45	ENVIRONMENTAL PROTECTION, SAFETY & OCCUPATIONAL HEALTH	LA-63

N46	MWR/EXCHANGES	LA-64
N51/83	FORWARD PRESENCE	LA-5/56
N86	STRATEGIC SEALIFT/PROTECTION	LA-586
N86/85	JOINT LITTORAL	LA-585/586
N87/88	JOINT SURVEILLANCE	LA-56/52
N88	JOINT STRIKE	LA-588
N89	SPECIAL PROGRAMS	LA-56/52
N87	STRATEGIC DETERRANCE	LA-587

Map of Capitol Hill

